

9 FEB 1978

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Acting Deputy Director of
Central Intelligence

SUBJECT :

P. 10.
1 Feb 78

1. This is in response to paragraph 4 of your memorandum to me concerning the processing of

2. A breakdown of the reasonable minimum times for the different stages of processing a recruit into the DDO through the Career Training Program follows. The target is to fully clear and EOD a pre-determined number of highly qualified candidates on or before the beginning date of a specific CT class. The decision-making and processing sequence for non-DDO CT candidates is essentially the same. A flow chart of the process described below is also attached.

a. Upon receipt of a complete applicant case from the Office of Personnel, a CT Program officer reviews the file. At this stage, a decision can be made within three working days to reject or further consider a candidate.

b. For applicants east of the Mississippi River, the next decision-making phase takes four to five weeks. During this period, the applicant is brought to Headquarters for personal interviews and extensive testing. The results of the interviews and tests are reviewed. A decision is then made to reject or initiate internal processing.

c. For applicants west of the Mississippi River, this decision-making phase may take substantially longer -- up to three months. Applicants of interest are notified that they will be contacted for personal interviews when there are sufficient numbers of candidates available in their area to warrant a field trip by Headquarters reviewing officials. After the interviews are conducted, results are reviewed and, as in b. above, decisions are made to reject or initiate processing.

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d. Medical and Security processing and additional testing presently averages one and a half to two months.

e. CT applicants for a particular class are ranked as they enter into processing. A greater number of applicants are put into process than are needed to meet requirements because of the high attrition rate. The number of candidates accepted upon completion of processing depends upon established requirements. Candidates accepted into the program are notified and given a date to enter on duty. Applicants who have been cleared but are not selected because of limitations on the size of the class remain under consideration for subsequent classes if they so desire or may be hired directly.

3. As can be seen, the longest period of conscious delay on the Agency's part can result from the CT scheduling policy on cases west of the Mississippi. This policy was initiated to reduce travel costs and it has done so. However, time delays can occur as a result. Also, delays by an individual applicant during the above processing can substantially lengthen the total elapsed time.

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4. Further research into the [] case has uncovered several additional contacts which were not reflected in the official applicant file. In short, we were in communication with [] at least once a month from March through October. Our scheduled contact in November was consciously suspended because the Office of Security had placed a "Security Hold" on []. In such cases, we proceed with caution since it is possible, although not inevitable, that a security disqualification will follow. We do not want to appear overly encouraging in this type of a situation.

5. For many years our policy has been to communicate in some manner with an applicant at least once a month. It may take the form of a letter, a telephone call, or an applicant trip to Washington. At certain phases in our processing, we ask individuals to call us collect if they have any questions or problems. We try repeatedly to contact applicants if we are unsuccessful in reaching them the first time, even to the point of sending them mailgrams. In addition, Agency components often communicate directly with their applicants. All in all, we feel our communication network is sufficient as presently constituted. More frequent contact might well be counter productive in that we really would have nothing new to report. As you know, many applicants placed in process do not enter on duty because

of security, medical, or suitability problems, or the availability of better candidates. In such cases, increased communication without anything of substance to report could well result in over-encouragement, a serious problem we face with those ultimately rejected.

6. As a matter of fact, CIA communicates more often and much more personally with its applicants than do other Government agencies. The Civil Service Commission, for example, returns rejected applications with a form marked "not qualified." We write a letter. Most other agencies make contact at the beginning and end of the applicant process, with nothing but silence in between. We strive to communicate regularly and encourage applicants to call us collect if questions arise. It takes CIA an average of six months to bring an applicant on board. (This compares favorably with the rest of the Federal Government even though most other agencies do not require an exhaustive background investigation and an intensive medical evaluation.) During this period, we initiate and maintain regular contact with all applicants of interest to CIA. Each year we receive many compliments, even from those rejected, concerning our personal approach to applicant communication.

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on 7 I responded previously to paragraph 3 of your memo to me

John F. Blake

Attachment

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SA/Acting DDCI [redacted] skm (10Feb78)

Distribution:

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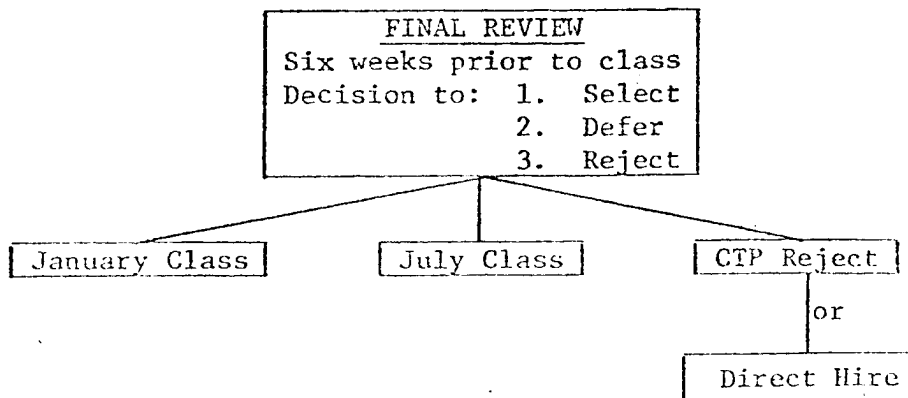
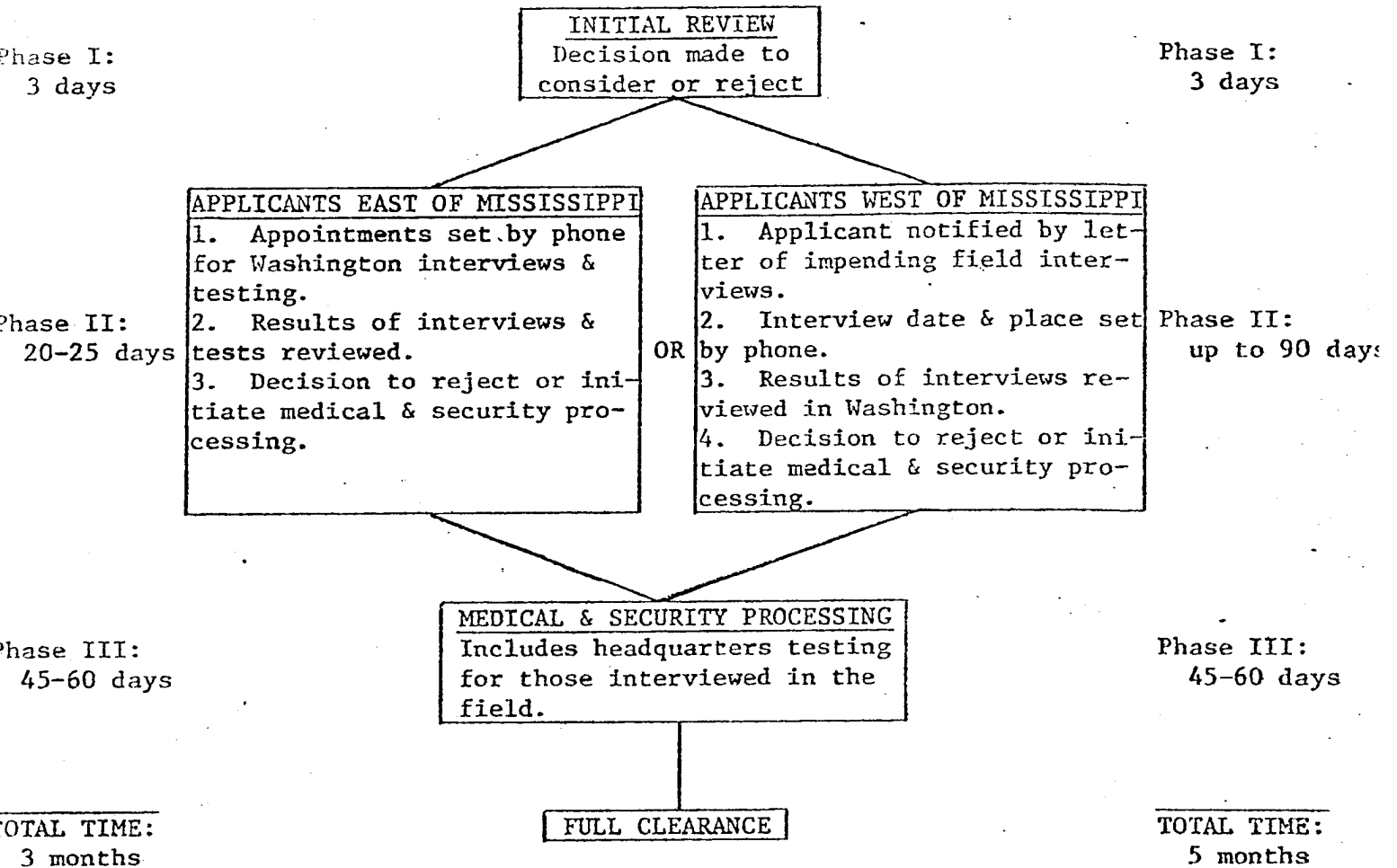
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FLOW CHART OF CAREER TRAINEE PROCESSING



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